



# Metro Chicago's Good Food Purchasing Initiative (GFPI): Strategic Plan, 2022-24



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# GFPI VISION

We envision a food system where our community institutions support and contribute to building the collective power of those **structurally excluded** from control over food production & access to imagine, build, and tend to a **liberatory foodshed**.



## → Structurally Excluded

Meal recipients, food workers, Black, Indigenous, Latine People of Color (BIPOC) producers, suppliers, and growers, activists for animal welfare and environmental justice, and communities with targeted disinvestment historically and currently

## → Liberatory Foodshed

A regional food ecosystem, free from social and economic oppression, rooted in accountability, reconciliation, and healing



# VALUES

## *What we work toward:*

- Food sovereignty
- Racial justice
- Worker justice
- Animal welfare
- Environmental sustainability
- Thriving local economies
- Human well-being and nutrition



# VALUES *(continued)*

## ***How we work toward it:***

- Mutual accountability
- Transparency
- Humility
- Gratitude
- Interdependence
- Joy



# GFPI MISSION



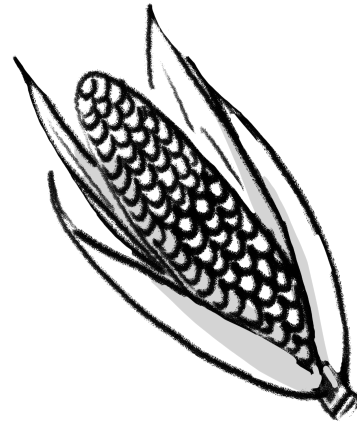
**We** work to ensure that the places that feed our communities purchase food that advances a good food system for all. A good food system is: **accessible, equitable, racially just, healthy, fair, local, humane, and sustainable.**

# GFPI: THE ROOTS OF FOOD SYSTEM INEQUITIES

# GFPI: The Roots of Food System Inequities

## → Deep Societal Racial & Social Inequities:

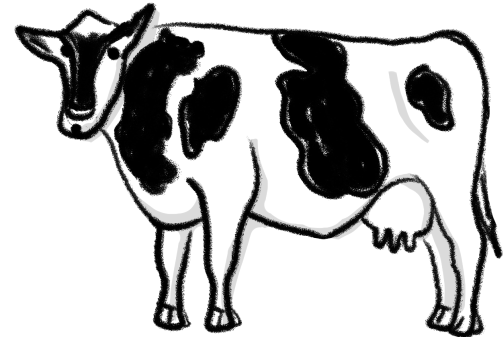
Our food is grown, processed, transported, prepared, and accessed in the confines of a racialized, capitalist system. This system of ideas, culture, policies, and institutional processes is designed to privilege a few at the expense of many. Race continues to be the largest predictor of privilege and access in our society. Racism and white supremacy has been effectively wielded by those with wealth and power to divide working people and disproportionately oppress Black, Indigenous, Latine, and People of Color.



# GFPI: The Roots of Food System Inequities

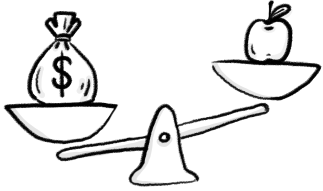
## → Impact on our food systems:

As a product of a racialized, capitalist system, we see a small handful of largely white, male, able-bodied, heterosexual, and cisgender people amass power & profit in the food system from the exploitation of labor, land, animals, and community. Even in the face of this system, people and places structurally excluded from access and opportunity have continued to thrive and work together to imagine and build a new foodshed.



# GFPI: THE SYMPTOMS OF FOOD SYSTEM INEQUITIES

# GFPI: The Symptoms of Food System Inequities



## Disenfranchised Local Economy:

Local production of food has been undermined by regulations that favor long, consolidated and outsourced supply chains. Local farms & food businesses, especially those run by BIPOC, have trouble sustaining themselves or receiving a fair price for their goods.

### DATA SPOTLIGHT

A [study of farm-to-school programs](#) showed that every dollar spent stimulates an additional **\$0.60-\$2.16 of local economic activity**



# GFPI: The Symptoms of Food System Inequities



## Environmental Degradation & Climate Change

The industrial food supply chain produces food at the expense of our soils, water quality, air, and habitat. The system contributes more than  $\frac{1}{3}$  of all GHGs to the atmosphere. These environmental injustices disproportionately impact the health and wellbeing of BIPOC communities, rural communities, and the Global South.

### DATA SPOTLIGHT

Intensive [livestock operations](#) cause [widespread air pollution](#) resulting in **30% of factory farm workers to suffer from respiratory illnesses.**

# GFPI: The Symptoms of Food System Inequities



## Exploited Workforce

Food chain work, from farming to processing, warehousing to meal prep, is among the most dangerous, unstable, and lowest paid of all sectors in the workforce. People of color make up the majority of frontline workers in the food industry.

### DATA SPOTLIGHT

The [U.S. food system](#) employs **14% of the total population** while paying the **lowest wage** for any frontline workers.

# GFPI: The Symptoms of Food System Inequities



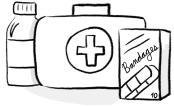
## Inhumane Animal Treatment

Animals are subject to overcrowded and dirty conditions, where they are pumped with antibiotics to prevent disease and bred for best yield over quality of life.

### DATA SPOTLIGHT

**99% of animals raised** for meat, dairy, and eggs are raised on factory farms that produce **significant groundwater and air pollution and keep animals under constant stress** and given steady doses of antibiotics to compensate for unsanitary conditions.

# GFPI: The Symptoms of Food System Inequities



## Poor Health

Food companies have benefitted from chronic disease, like cancer and diabetes, rampant due to the excessive availability of sugar, sodium, and meat in the American diet. BIPOC communities have the most structural barriers in access to culturally appropriate, healthy food.

### DATA SPOTLIGHT

**Low-income African American, Native American, and Latino communities experience limited access to healthy food at higher rates than white communities.** While 19% of Chicagoans face food insecurity overall, that number rises to 29% in Latine communities and 37% in Black communities.

**GFPI: WHO IS DOING THE WORK?**

# GFPI: WHO IS DOING THE WORK?

***A constellation of people and places committed to the vision, values, and mission of GFPI, including:***

- Food chain workers
- Food growers & farmers
- Food suppliers & service providers
- Food buyers for community food access sites (schools, hospitals, pantries, senior centers, jails, higher ed, etc)
- Public service workers
- Activists & organizers for social, racial, & environmental justice
- Elected officials
- Food educators
- Meal program recipients
- Non-profit food policy, public health, and economic development staff

HOW WE THINK CHANGE HAPPENS

# HOW WE THINK CHANGE HAPPENS



***We believe this is how change happens:***

1. When those who have been structurally excluded from the regional foodshed organize themselves and align across movements, they have the collective power to transform the foodshed to reflect their shared imagination



## HOW WE THINK CHANGE HAPPENS *(continued)*

- 2.** When the foodshed begins to transform, new and targeted investments can support new culturally resonant opportunities, openings, and on-ramps for others who are structurally excluded from control over food production and access
- 3.** When people, organizations, and governments are organized to catalyze these investments, and to partner with community anchors that feed people, how and what food is purchased changes toward values-based purchasing

## HOW WE THINK CHANGE HAPPENS (*continued*)

4. The continual process of transformation and opportunity creation builds toward a region where all aspects of the foodshed are centered in justice, liberation, and healing

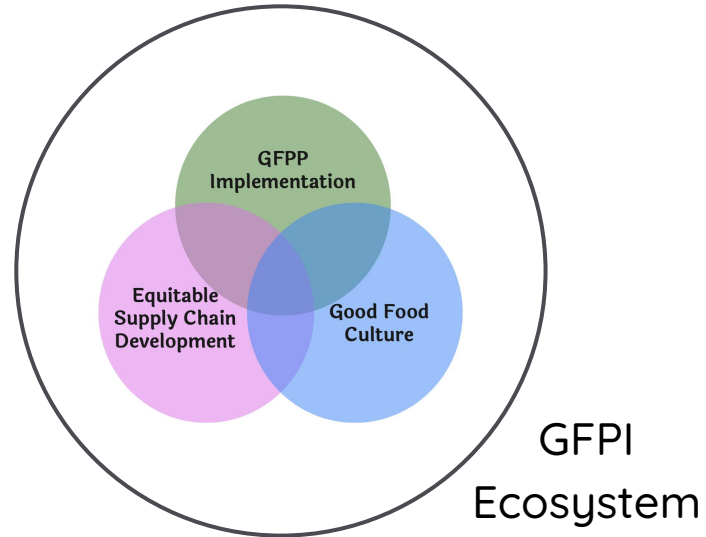


**WHAT'S POSSIBLE 2022-4:  
STRATEGIC LEVERS**

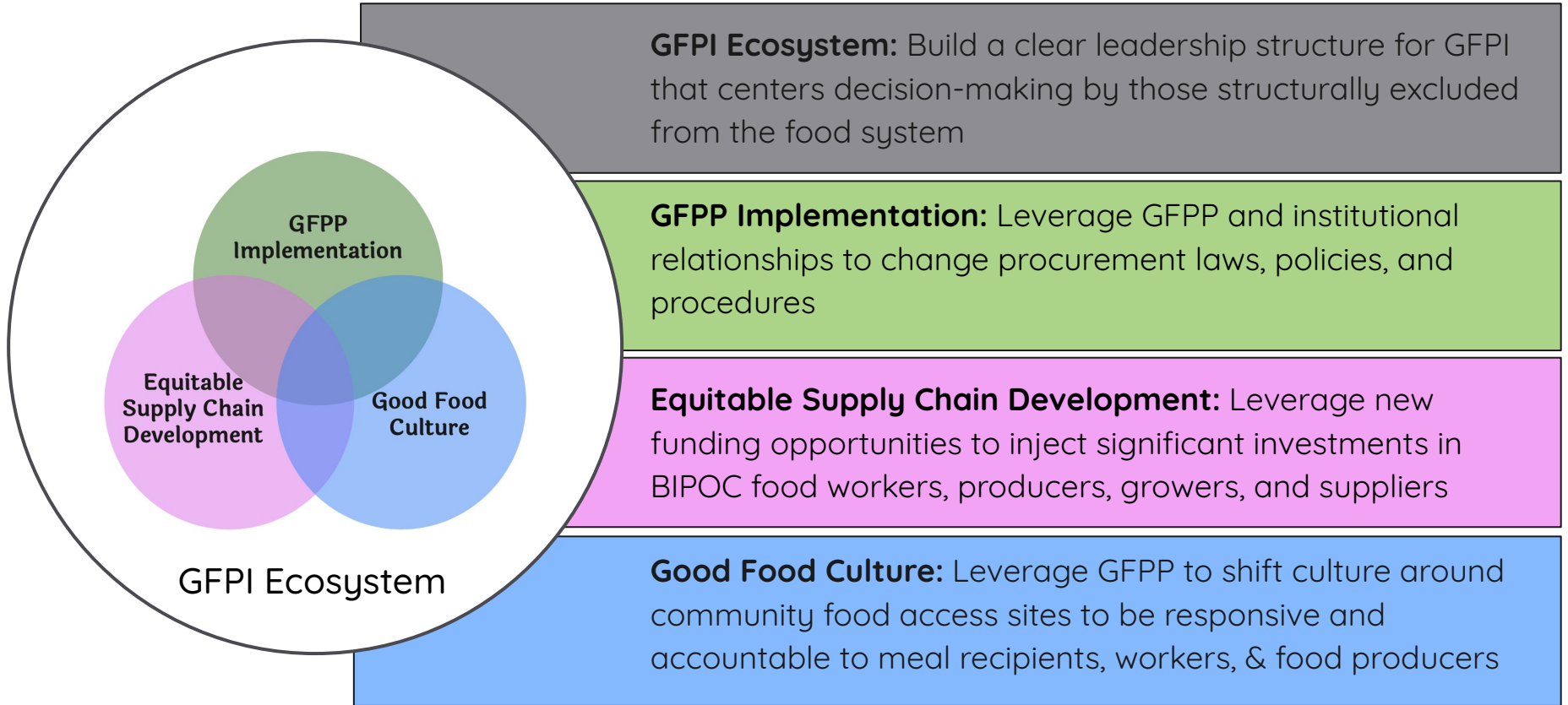
# WHAT'S POSSIBLE 2022-4: STRATEGIC LEVERS

***Extensive stakeholder engagement (please see Appendix X) has identified **four key areas** of work that the Metro Chicago GFPI should focus on over the next three years to see real change toward our mission and vision:***

- ✓ **1. GFPP Implementation**
- ✓ **2. Equitable Supply Chain Development**
- ✓ **3. Good Food Culture**
- ✓ **4. GFPI Ecosystem**

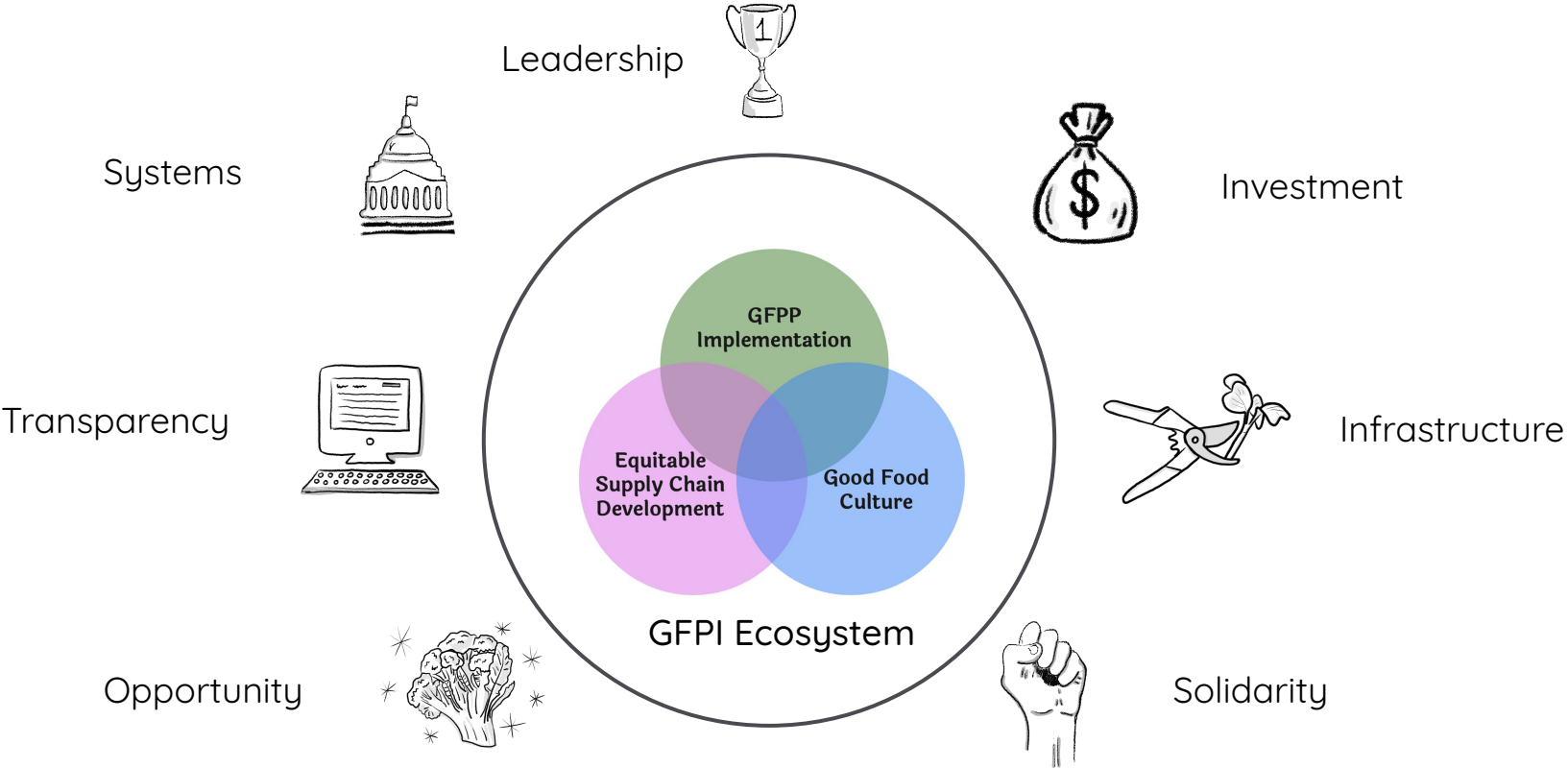


# WHAT'S POSSIBLE 2022-4: STRATEGIC LEVERS



**SUCCESS IN 2024 LOOKS LIKE...**

# SUCCESS IN 2024 LOOKS LIKE:



# SUCCESS IN 2024 LOOKS LIKE:



**Leadership:** Launch of new GFPI decision-making structure that expands ownership and agency to more organizations, deepens accountability for public agencies and institutions, and prioritizes the inclusion of historically and currently marginalized voices



**Systems:** Reform “lowest bid” public procurement regulations, and establish at least one new city- or state-level policy incentive for good food purchasing



**Transparency:** Launch of public-facing, transparent database with institutions’ purchasing data and GFPP year-over-year assessments



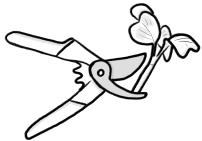
# SUCCESS IN 2024 LOOKS LIKE: *(continued)*



**Opportunity:** Three new value chain opportunities for community meal programs to procure healthy food from local producers/suppliers that are BIPOC-owned and aligned with good food standards



**Investment:** Launch of a new producer and supplier opportunity fund to support specific needs for BIPOC food producers to participate in institutional markets



**Infrastructure:** New local/regional food hub(s) providing hard infrastructure, training, and certification opportunities for producers/suppliers that are BIPOC-owned, local, sustainably certified

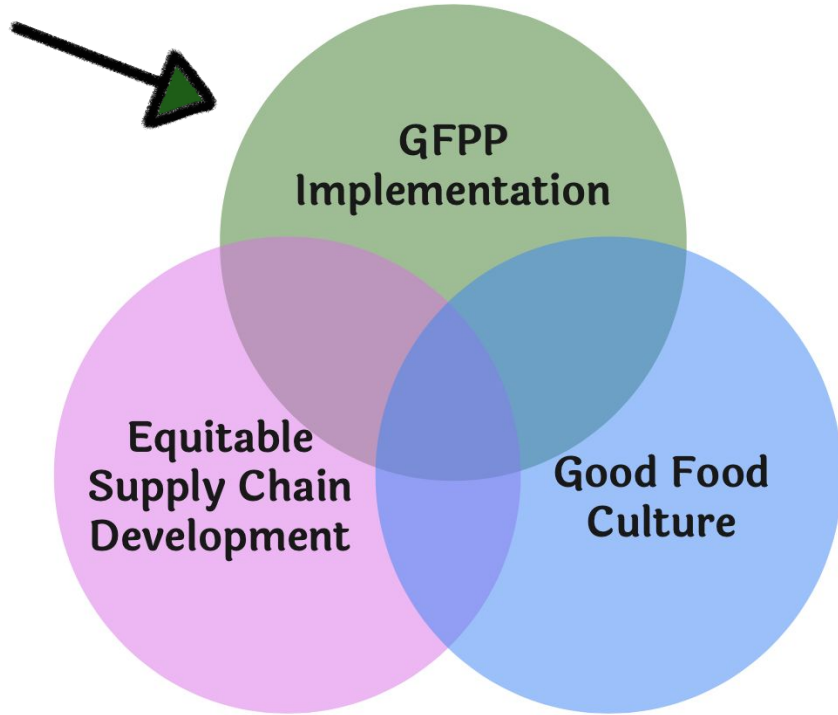


**Solidarity:** GFPI is aligned with other related mobilization and grassroots organizing efforts to bolster all efforts related to foodshed transformation

# THREE-YEAR GOAL: GFPP IMPLEMENTATION

# THREE-YEAR GOAL:

## GFPP IMPLEMENTATION



***By 2024, increase regional procurement transparency and implementation of good food purchasing through changing procurement regulations, processes, and culture.***

- Reform “lowest bid” public procurement regulations, and establish at least one new city- or state-level policy incentive for good food purchasing
- Launch of public-facing, transparent database with institutions’ purchasing data and GFPP year-over-year assessments

# GFPP IMPLEMENTATION:

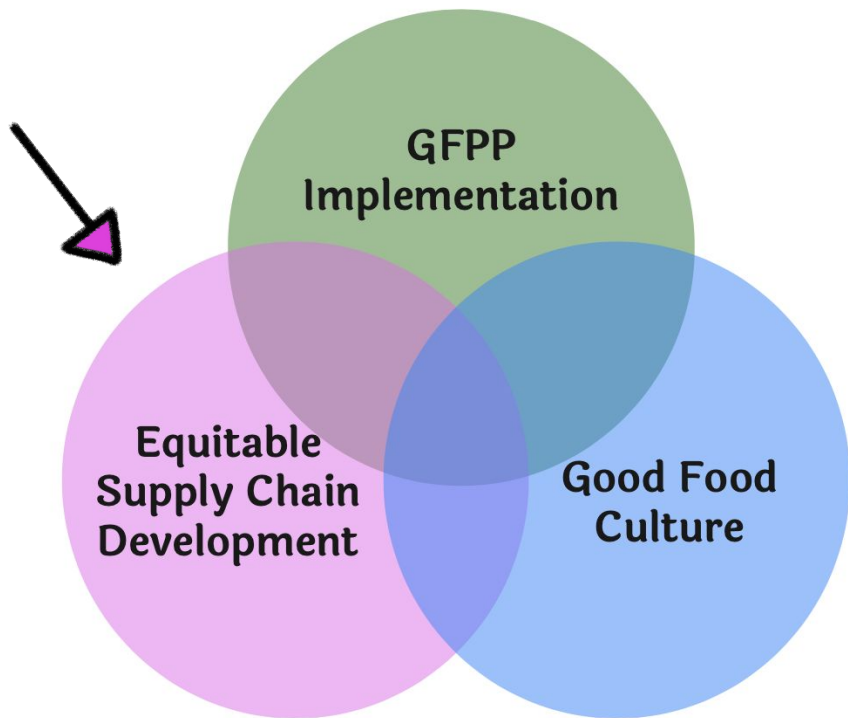
## OBJECTIVES

- Add GFPP capacity criteria to bidding processes
- Advocate for procurement reform and incentives
- Require GFPP compliance in public procurement contracts
- Create opportunities for BIPOC and values-aligned businesses
- Coordinate GFPP efforts and influence across institutions and jurisdictions
- Publish GFPP data and assessments

**THREE-YEAR GOAL: EQUITABLE  
SUPPLY CHAIN DEVELOPMENT**

THREE-YEAR GOAL:

## EQUITABLE SUPPLY CHAIN DEVELOPMENT



***Catalyze new investment in BIPOC food workers, producers and suppliers to increase participation in institutional supply chains and enhance economic stability and prosperity.***

# EQUITABLE SUPPLY CHAIN DEVELOPMENT:

## SUCCESS INDICATORS

- A new local/regional food hub providing hard infrastructure, training, and certification opportunities for producers/suppliers that are BIPOC-owned, local, sustainably certified
- Launch of a new opportunity fund to support specific needs for BIPOC food producers to participate in institutional markets



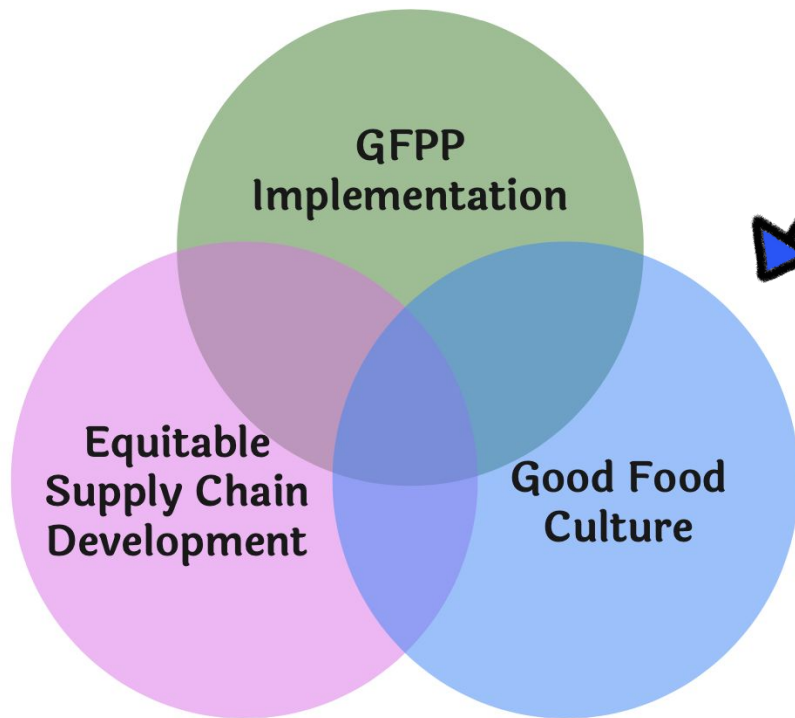
# EQUITABLE SUPPLY CHAIN DEVELOPMENT: OBJECTIVES

- Provide micro-grants to BIPOC producers and suppliers seeking to access institutional markets
- Support the development of a brick and mortar community food hub and incubator
- Explore strategies for food chain workers to build power through GFPI
- Facilitate supply chain connectivity and participation by BIPOC and other good food producers and business
- Leverage new “Chicago Food Equity Fund” to support BIPOC producers, suppliers, and other food system actors

**THREE-YEAR GOAL: GOOD  
FOOD CULTURE**

## THREE-YEAR GOAL:

## GOOD FOOD CULTURE



***Test full value chain implementation through focused pilots with key places that buy food to document proof points and learning related to impact on meal program recipients, institutions, producers, suppliers, and workers.***

## THREE-YEAR GOAL:

## SUCCESS INDICATOR

- Three new value chain opportunities for places that buy food to procure healthy products from producers/suppliers that are BIPOC-owned and aligned with good food standards

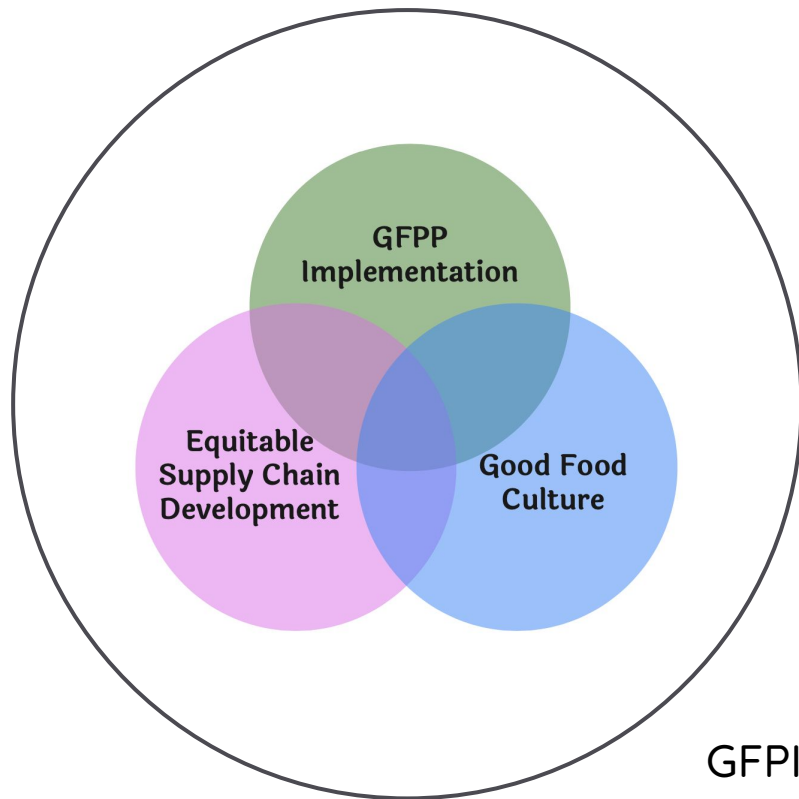
# GOOD FOOD CULTURE: OBJECTIVES

- Create a “readiness inventory” to identify three pilot project institutions
- Develop detailed pilot project plans
- Develop an evaluation strategy with continual tracking to understand GFPI implementation opportunities and barriers in real time and measure impact
- Focus on implementation and technical assistance
- Publish and disseminate case studies

**THREE-YEAR GOAL: GFPI  
ECOSYSTEM**

# THREE-YEAR GOAL:

## GFPI ECOSYSTEM



GFPI Ecosystem

***Transform power and decision-making across the Metro Chicago GFPI ecosystem to center those structurally excluded, enhance transparency, and hold institutions accountable.***

## THREE-YEAR GOAL:

## SUCCESS INDICATOR

- Launch of new GFPI governance structure that expands ownership and agency to more organizations, deepens accountability for public agencies and institutions, and prioritizes the inclusion of historically marginalized voices



## GFPI ECOSYSTEM:

## OBJECTIVES

- Reassess the current governance and leadership structure
- Learn from peers across the country
- Design for inclusion
- Launch and implement a new Metro Chicago GFPI decision-making, coordination, and advisory structure by the end of 2022

# 3-YEAR STRATEGIC PLAN ACKNOWLEDGEMENTS

# VISIONING PARTNERS:

# CORE TEAM



**CHICAGO**  
FOOD POLICY  
ACTION COUNCIL



Cook County DEPT. of  
Public Health



UPSIDE DOWN  
CONSULTING



**CENTER**  
FOR  
GOOD FOOD PURCHASING  
BUILDING A VALUES-BASED FOOD SYSTEM

**ALLIANCE**  
for **HEALTH**  
**EQUITY**

**COMMUNITY**  
**FOOD**  
**NAVIGATOR**



**ROOSEVELT UNIVERSITY**  
POLICY RESEARCH  
COLLABORATIVE

 the groundswell alliance

# VISIONING PARTNERS:

# ADVISORS



# APPENDIX

# APPENDIX A: STAKEHOLDER ENGAGEMENT REPORT

- Our partner consulting firm, the groundswell alliance, conducted thirteen (13) one-on-one interviews and conducted four (4) focus groups with 20 total participants.
- The resulting Stakeholder Engagement Report details findings, recommendations, and next steps



## APPENDIX B: STRATEGIC PLANNING 2021, PROCESS

- Supported through a consulting partnership with the groundswell alliance
- Led by a Core Planning Team of 18 GFPI stakeholders including representatives from current GFPI leadership
- Supported by an Advisory Team of 24 GFPI stakeholders



- Interviews and focus groups were held with BIPOC food producers, procurement/institutional staff, food workers, supply chain stakeholders, and GFPP implementers from other cities & states
- Survey data from key GFPI partners working on regional supply chain development, research/evaluation, healthcare adoption of GFPP, national GFPP adoption, and farmer training
- Planning support & funding provided by The Rockefeller Foundation



## APPENDIX C: GFPI HISTORY

- Chicago advocates were inspired by GFPP adoption in Los Angeles in 2012; local Chicago GFPP advocacy began with a coalition formed in 2015
- The coalition has had multiple successes with advocating for GFPP adoption, including with the City of Chicago, Chicago Public Schools, & Chicago Park District (2017); and Cook County Government (2018)



- The Chicago Food Policy Action Council (CFPAC), the Chicago Department of Public Health (CDPH), and the Cook County Department of Public Health (CCDPH) led the initial development of the Metro Chicago Good Food Purchasing Initiative (GFPI)
- GFPI works to leverage local GFPP adoption and institutional commitments to advance worker justice, racial justice, environmental justice, and public transparency & accountability



# CONTACT US:



Marlie Wilson  
Good Food Purchasing Project Manager  
Chicago Food Policy Action Council  
[mwilson@chicagofoodpolicy.com](mailto:mwilson@chicagofoodpolicy.com)

Dakarai Howard  
Equitable Supply Chain Development Specialist  
[dakarai@chicagofoodpolicy.com](mailto:dakarai@chicagofoodpolicy.com)

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